

chapter

3

Management Theory and Human Resources

Development of Management Theory

- **Frederick Taylor: father of scientific management; time and motion studies**
- **Elton Mayo: Hawthorne effect**
- **Abraham Maslow: hierarchy of needs; must meet each need before satisfying higher needs**
- **These theories have come under some scrutiny, but have been the start of critically analyzing how management decisions are made.**

Management Theory

- **Why is management theory important?**
- **How did people manage before these theories were developed?**
- **What do you think is the best management theory, and why?**
- **What is the best way to motivate minimum wage employees?**
- **What “soft” managerial skills do you think you have?**

Computer-Assisted Facility Management (CAFM)

- **How do computers help you in your daily life?**
- **How do you think computers help a facility manager?**

Application of CAFM

- **CAFM has grown to include any technology platform that assists a facility manager in running a facility.**
- **There are six primary areas where CAFM is applied:**
 1. Space and asset management
 2. Computer-assisted drafting (CAD)
 3. Capital planning and facility condition assessment
 4. Maintenance and operations
 5. Real estate and property management
 6. Support technologies

Management Strategies

- **First and foremost, every facility manager must act in an ethical manner.**
- **A reputation is one of the most valuable assets a person will ever have.**
- **Always use integrity in difficult situations.**
- **Focus on the facility's core competencies while outsourcing specific tasks that will improve quality of service.**

Management Strategies: No Meetings

A survey in *USA Today Snapshot* (2009) examined how worker productivity would be affected if their employers banned meetings one day a week:

46% no change

45% more productive

7% less productive

2% no opinion

Thus, cutting down meetings might make employees more productive. Why is this the case?

Leadership

- **What is leadership and why is it different from management?**
- **What is the most important trait for a leader?**
- **How can you become a more effective leader?**

Managerial Skills vs. Leadership Skills

Managerial traits:

- Coercive authority
- Time-management skills
- Organizational skills
- Seeks stability
- Focuses on managing tasks
- Has subordinates
- Maintains control
- Appeals to the head
- Transactional style

Leadership traits:

- Personal charisma
- Shows by example
- Hires well (spots potential)
- Seeks change for the better
- Focuses on leading people
- Has followers
- Maintains passion
- Appeals to the heart
- Transformational style

Most Important Leadership Skills

- 1. Inspires and motivates others**
- 2. Displays high integrity and honesty**
- 3. Solves problems and analyses issues**
- 4. Drives for results**
- 5. Communicates powerfully and prolifically**
- 6. Collaborates and promotes teamwork**
- 7. Builds relationships**

**Source: Zenger and Folkman, Harvard Business Review, July 2014
(<http://blogs.hbr.org/2014/07/the-skills-leaders-need-at-every-level/>)**

Pros and Cons of Outsourcing

Pros

- Creates booking leverage
- Increases corporate support
- Reduces stress, time, and budget implications
- Effective negotiation and renegotiation strategies
- Facility staff focuses on core competencies leading to professional growth

Cons

- Expensive
- Relinquishes some control
- Turnover of loyalty to PMC
- Loss of responsibility
- Short-term cost cutting could lead to long-term damage
- Excessive turnover of the GM due to increased opportunities

Sport Facility Jobs

- **Facility manager**
- **Box office and ticket distribution**
- **Security**
- **Parking**
- **Maintenance**
- **Architecture and engineering**
- **Finance**
- **Human resources**
- **What else can you think of?**

Employment Options

- **Should interns be paid? Explain your position.**
- **What is an independent contractor?**
- **How can you determine if someone is an independent contractor or employee?**
- **Why is this distinction important?**
- **What is outsourcing?**

Hiring Process

- **Job analysis, job design, and job description: what are you looking for and why?**
- **Advertising the position**
- **Screening the applicants and the interview process**

Employee Management

- **Placing the employees in the right job**
- **Evaluating employees and the performance appraisal process**
- **Termination and the progressive discipline process**

Preevent staff meeting with front-line employees



Training

- **Why is employee training so critical?**
- **Think of several areas where training would be critical.**
 - Alcohol service
 - Crowd management
 - Groundskeepers

Every facility wants employees who can enhance the game day experience.



Legal Concerns

- **Using inappropriate application forms and questions**
- **Poor or inappropriate interview questions**
- **Proper classification of employees at will**
- **Lack of standardized documents**
- **Failing to know, review, and update employment policies**
- **Failing to monitor, evaluate, and secure personnel files**
- **Failing to honestly and tactfully evaluate employees in a timely manner**

(continued)

Legal Concerns *(continued)*

- **Failing to have appropriate evaluation criteria**
- **Failing to properly document evaluations and all other employment decisions**
- **Failing to provide a proper grievance process for resolving disputes**
- **Failing to provide proper notice for discipline and the opportunity to be heard**
- **Shrugging off employee complaints**

(continued)

Legal Concerns *(continued)*

- **Failing to act promptly to terminate an employee who has engaged in egregious or violent conduct**
- **Failing to review each termination and make sure appropriate records are maintained**
- **Failing to consider all applicable local, state, and federal laws**

Legal Issues

- **Unions**
- **ADA**
 - Reasonable accommodation
 - Medical issue that affects one or more major life activities
- **Workers' compensation: exclusive remedy for those injured on the job**
- **Sexual harassment**
 - What constitutes inappropriate conduct?
 - Employer has to know about inappropriate conduct and then needs to take steps to prevent it.

Summary

- **Facility managers should know what skills they need to use to motivate employees to do their job to the best of their ability.**
- **A manager also needs to know how to lead, hire, promote, and terminate employees while complying with all applicable laws.**

Discussion Questions and Activities

- **Do you think facility management outsourcing would be beneficial for a health club?**
- **If you were a facility manager, what services do you think you would want to outsource, and why?**
- **Write a job analysis, design, and description for those working in a collegiate ticketing office.**